

ISSUE #3

PERSPECTIVES

A PUBLICATION FOR THE MEMBERS OF THE ASSOCIATION OF FRATERNITY/SORORITY ADVISORS

REVISITING THE PAST

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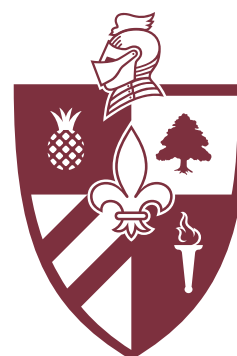
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LETTER FROM THE PRESIDENT

Everything old is new again. Have you ever heard that saying? It came to my mind when I thought about our throwback issue of Perspectives. I got my first email address when I began college. Yes, that's right. The world didn't know karasue402@yahoo.com until 1997. Fast-forward to today and students prefer GroupMe to reading emails. Additionally, the acid-washed (or is it stone-washed?) jeans of the 80s are also something I am now seeing on campus.

Sororities and fraternities have known many of the unique challenges we face today nearly since their inception. I do think as time goes on we create new solutions. We innovate. For example, our opening keynote speaker for the Annual Meeting will be discussing innovation in higher education. Dr. Michael J. Sorrell is the president of Paul Quinn College in Texas, and he has been heralded as saving Paul Quinn from closure by looking at new and imaginative ways to reshape the role of higher education.

How are we truly reimagining sorority and fraternity? We learn from past experiences, but it remains a complex field. There is no panacea, and the more modern we get and the more resources available to our society, the more questions there may be about our organizations. However, in that same respect, we have the same points of pride we have always had as sororities and fraternities. Belonging, friendship, scholarly debate, a living-learning environment for those with houses, giving of ourselves to improve our local community, personal development of members, fundraising for charitable organizations, intergenerational relationships, networking, academic coaching, opportunities to advocate for justice, and camaraderie.

Likewise, we as an association have reinvigorated our Core Competencies for Excellence in the Profession. I hope you have taken the assessment as a way to inform your educational program attendance selections in Indianapolis as well as your professional development path. We are also encouraging scholars and scholar practitioners to conduct research to better inform our practices. While many of our challenges have existed since these articles were first published, the knowledge we use to solve them can be reshaped and developed and broadened by learnings and practices from new research as well as other industries.

It was poignant to write this, my last Perspectives letter as AFA president, with a throwback theme. Many memories of my professional development were born and created with AFA as a framework. I think of salient points of involvement such as AFA Graduate Staff in 2002. Being a part of a presentation team at the Annual Meeting in 2003. Chairing the Annual Meeting in 2009. And, this makes me think of the notion of an oldie but goodie.

I know my professional toolbox is richer because of those who have shown me the way as a sorority/fraternity advisor. I hope I am developing into an oldie but goodie. I wish for my peers to be sustained and remain in their roles and also to experience growth and renewal. The beautiful thing is we can also gain much from those who are less senior. I am reminded every day of the value my staff (all under 30) bring to my office. Their perspectives, passion, knowledge, and experiences aid in providing a transformative opportunity for our undergraduate members.

Let us also not forget that before we had email, our option was to pick up the phone and speak to someone. Or better yet, have a face-to-face conversation. And, unlike shoulder pads, that's something that will never go out of style. Thank you for the opportunity to serve as your leader. Keep up the good and necessary work!

Kara Miller McCarty, President



LETTER FROM THE EDITORS

Sometimes in our profession it may feel like we are boldly going where no person has gone before. At other times it may feel like the movie Groundhog Day, with the same conversations stuck on repeat. Is this a good thing? A bad thing? Perhaps it just is.

Perhaps our conversations in fraternity/sorority life do not necessarily need to change, rather they need to evolve. This brings us to our current issue of Perspectives. With a hint of nostalgia and a reflective spirit, we decided to take an opportunity to revisit some of the great articles of our past.

In this issue, our editorial board members selected several articles to revisit. They talked with the original authors to discuss how the original ideas have stood the test of time, and how things have evolved. As we looked through several decades of Perspectives articles to pick out some of our favorites, it was clear many things have changed, however a clear and definitive constant has persisted. There is an interconnectedness within this field, a desire to reach out beyond the confines of one's office.

This can be lonely work. Many of us know the feeling of being the one-person operation, the only professional within fifty miles who knows the Greek alphabet. Many of us know the special sense of isolation that can only be truly appreciated out on the road. The experience of traversing the network of college towns may best be described by the line "table for one please."

Despite this isolation, or perhaps because of it, we seem driven to find connection, a sense that we are not the only ones, a network of support which can challenge our minds and support our hearts. For Perspectives we see this in our roots. This publication owes its origin to the Fraternity Advisors Newsletter that started in 1973. Subscribers would send questions into the editor along with answers to the previous month's questions. All answers would be compiled into what amounted to a 1970's version of a Facebook page for sharing best practices and seeking help from colleagues.

Throughout the last fifty years, the form of our communications, and the sophistication of our content, has evolved. However, one thing remains the same ... we care about finding space to connect with each other intellectually and interpersonally.

We hope you enjoy this opportunity to appreciate where we have been. As you are reading, don't forget to share an idea with someone in your network, because those connections will set the path for where we will go.

Emilee Danielson-Burke & Noah Borton
Co-Editors



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Gregory Parks JD/PhD @BlackJDPhD - Aug 20, 2018

Thanks to @AFA1976 PERSPECTIVES for publishing my article "New Liability for Sexual-Based Hazing" w/ Matt Shaw, JD EdD @vanderbiltlaw



Michael A. Goodman @mi_good - Aug 21, 2018

I had a new piece come out today in @AFA1976 Perspectives: "Professional Preparation & Legal Matters in Higher Education" (pp. 7-9). Check it out:

PERSPECTIVES ISSUE #2:

Legal Issues

for the fraternity/sorority experience



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THE CHALLENGE OF VALUES CONGRUENCE

ORIGINALLY PUBLISHED IN SUMMER 2006

Originally appearing in the Summer 2006 edition of Perspectives, The Challenge of Values Congruence by Dana R. (Becker) Powell, then the Director of Greek Life at Presbyterian College, examines not only a fraternal issue but an America that “clearly faces a values crisis today.” Written at a time where the Duke University Lacrosse Team controversy was prevalent in the headlines, the piece discusses how values, both desirable and undesirable, are ingrained into organizational culture. Additionally, Powell applied three of the seven C’s of The Social Change Model for Leadership Development — consciousness of self, consistency, and collaboration — to create a lasting impact within the work of fraternities and sororities.

Since the initial publication, Dana has left higher education; however, she continues to work with young people. Her path has led her to working with prevention of teen pregnancy, child abuse, and neglect. In each of these roles she has applied The Social Change Model for Leadership Development. In addition to her nonprofit work, Dana also serves as a certified Speaker, Trainer, and Coach with the John Maxwell Team.

WHAT WAS YOUR REASONING/THOUGHTS BEHIND THE WRITING OF THE INITIAL ARTICLE?

DRP: As an undergraduate, I attended a small, private liberal arts school that did not have any national fraternal organizations. My education on fraternity and sorority life came while earning a Master of Education degree in Higher Education and Student Affairs, and during my first job. I wrote a research paper in grad school on a fraternity, and I interviewed several chapter members. I even memorized the chapter's creed for a presentation. I grew to love fraternity and sorority life as I watched philanthropy activities, sisterhood and brotherhood events, and the way members seemed to be engaged as leaders in other areas of college life.

Once I became a Director of Greek Life, I began to see some other sides of the system. As a woman, in particular, I wanted to see sorority women involved in activities that empowered women. I grew frustrated when they hosted "Secs and Execs" theme parties, or tore down other chapters instead of being supportive of the greater sisterhood of Panhellenic organizations. I wanted the fraternity men to treat women with respect and spend more time involved in service than in partying. In my mind, I could see a vibrant fraternity and sorority system that defied all of the stereotypes, with members who lived out their missions and adhered to their creeds, but I felt overwhelmed with my role dealing with the problems.

I'd been providing leadership development programs for chapter leaders, and I started using the Social Change Model of Leadership Development in that work. The model isn't something we were taught in graduate school. When I discovered it, I started weaving it within my fraternity and sorority leadership curriculum. I could see how applying the seven C's could help students develop members who would well represent their chapters' histories of service and philanthropy. It was a step in the right direction, so I decided to write about that work.

WHAT HAS CHANGED IN THE INTERFRATERNAL WORLD OR YOUR PERSONAL WORLD THAT MAY IMPACT ANY UPDATES FROM THE ORIGINAL PIECE?

DRP: After serving as Director of Greek Life, I ended up leaving higher education altogether to work in the nonprofit sector. In those roles, I've learned

about, and now train on, brain development. The brain doesn't finish developing until the mid-20's. Traditional age college students may look like fully grown adults, but the prefrontal cortex of their brains, key for decision making, planning, and moderating social behavior, is still being formed. When you add consumption of alcohol, as well as the desire to fit in and impress others, in an environment where many students are on their own for the first time, testing and sometimes crossing boundaries makes more sense.

Stepping away from being responsible for a fraternal system and experiencing it from afar, I've also been able to appreciate all of the good that chapters do. I've had the opportunity to witness the work of the Spartanburg, SC Kappa Alpha Psi Fraternity, Inc. chapter where they've led boys and young men through their powerful Kappa League program. Kappa Delta chapters at Clemson University, Newberry College, and the University of South Carolina have a long history of raising money to support local organizations preventing child abuse. Both undergraduate and alumni chapters are doing great things to improve their communities. With the exception of occasional news stories related primarily to hazing and alcohol, members overall do good work living out the values of their organizations.

HOW DO YOU FEEL THE TOPIC IS STILL RELEVANT, OR NOT RELEVANT, TODAY?

DRP: The topic remains relevant today. We repeatedly see politicians, heads of business, faith leaders, and others caught living inconsistently with what they say they believe. That doesn't mean, however, we should expect the worst of people. Working with students in the area of fraternity and sorority life provides an opportunity to help them own their beliefs and values, become intentional about living a life true to those values, and connect with others who share those values. Use of the Social Change Model of Leadership Development can be a powerful tool.

In fact, when you look at successful businesses that consistently provide the best customer service, such as Costco, you find those places also make sure employees are well-trained in their values and principles which are expected to be put into action by everyone in the organization, from the CEO to the person cleaning the bathrooms. Organizations

that consistently make sure their goals and objectives are in line with their values have greater success than those who experience “mission drift.” The “drifters” have trouble communicating who they are because their actions don’t line up with what they have said is important to them. In the nonprofit world, that leads to lack of funding, and other support, because there is no clear cause for people to get behind. These are real world examples of the challenge of values congruence similar to what I experienced working with sorority and fraternity members!

ANY NEW INSIGHTS AND/OR STRAY THOUGHTS REGARDING THE PIECE?

DRP: As part of the Maxwell Team, I have the opportunity to study and teach leadership at a higher level. I also have the opportunity to work with several groups of young people and adults. This causes me to believe I would lead differently if I were working with fraternities and sororities today. I now better understand the importance of leading by example, building relationships, creating buy-in, and developing a stronger sense of ownership and responsibility. I would still apply the Social Change Model of Leadership Development but in a more robust way, and with a better understanding of how that work would better equip students to become high achieving employees, civic organization members, and citizens in general.

WHY IS/WAS WRITING THE PIECE MEANINGFUL TO YOU?

DRP: Studying the Social Change Model of Leadership Development in 2005 helped me put a name on the struggles I had working with the fraternity and sorority system. I saw I could direct members back to the core values of their organizations and help them examine if they were upholding those standards or not. If I had to do it over again, I would do it better because now I see how much the world needs adults who know how to live what they believe.

The Social Change Model of Leadership Development is still commonly used and referenced throughout our industry. Engaging in cultural change can be a painstakingly long process. The process becomes even longer without employing strategy for the intended change. Utilizing organizational and institutional core values as a guide to plug in the strategic development of the change initiative is an admirable way to begin. The Social Change Model of Leadership Development is a synthesizable way to incorporate numerous stakeholders. As Dana mentions, the decision making sector of the human brain is still being developed in the early college years. Using this model to engage campus advisors, chapters advisors, key volunteers, and undergraduate members in the development of any cultural change is a collaborative learning experience for all.

Since leaving higher education, Dana has become a stronger advocate for the fraternity and sorority experience. Taking a step back from the planning and logistics of hosting philanthropic programs with chapters on a campus, she has a greater appreciation for the good those dollars can do. Additionally, having the structures in place for both undergraduates and alumni to be mentors to young people in the community. She believes that while there are negative stories about fraternity and sorority life, they represent a small percentage of actual behaviors. There are significantly more positive things coming from the fraternity and sorority community, both undergraduate and alumni, than not. All of this builds her case when she advocates for fraternities and sororities.

ORIGINAL AUTHOR BIO

Dana R. (Becker) Powell

University of South Carolina



Dana Powell’s desire is to add value to others by helping them tap into their potential, follow their passion, and live their lives on purpose. After receiving a BA in English/Secondary Education from Carson-Newman University and a M.Ed. in Higher Education and Student

Affairs from the University of South Carolina she worked for 10 years in various areas of leadership development on college campuses. She has spent the past 10 years working to develop people, organizations, and communities into powerful change agents in the non-profit sector. Dana is also a certified Speaker, Trainer, and Coach for the John Maxwell Team and the Parent and Community Engagement Coordinator for Children’s Trust of South Carolina, an organization focused on the prevention of child abuse and neglect.



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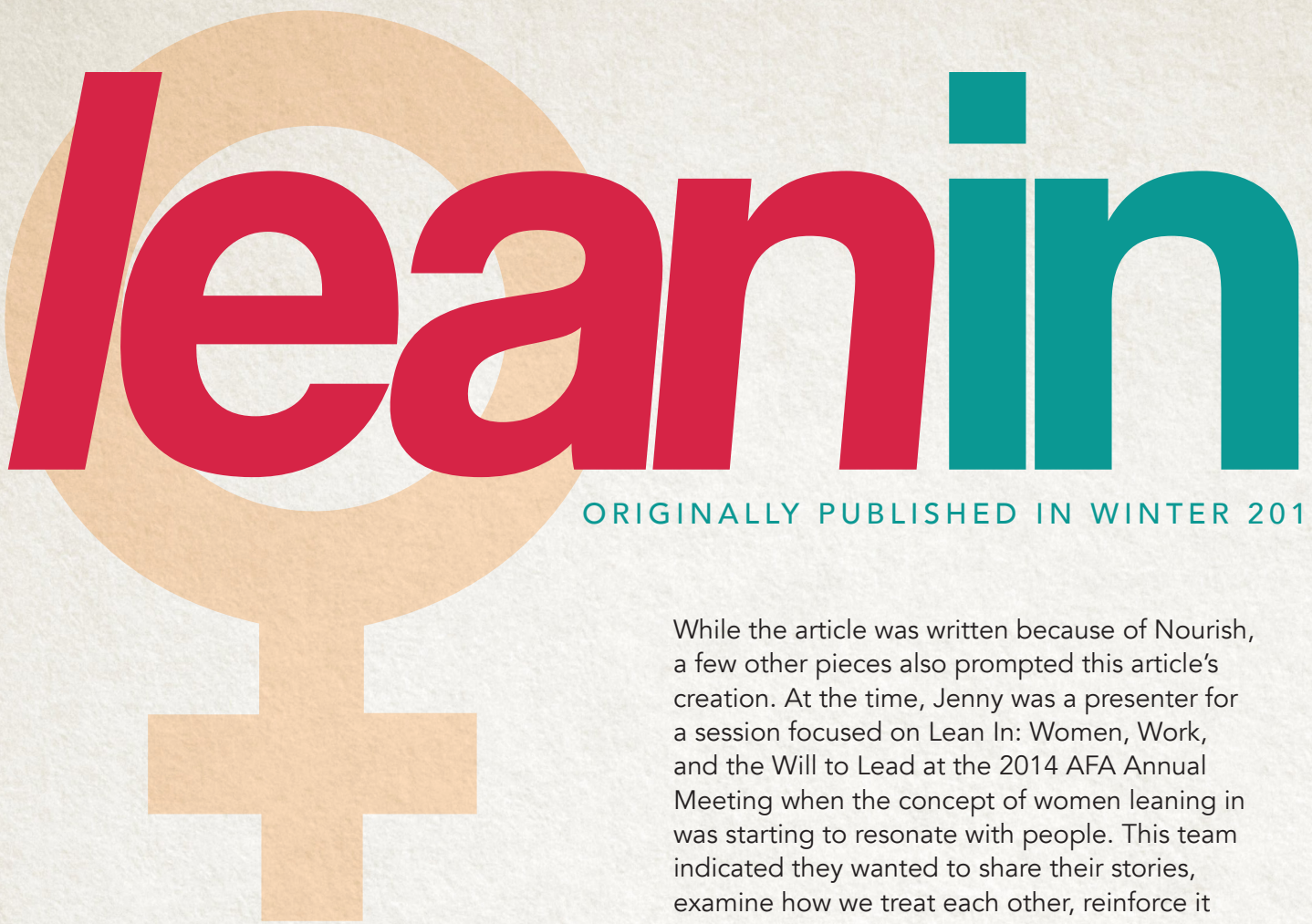


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ORIGINALLY PUBLISHED IN WINTER 2014

In Winter 2014, authors Kayte Sexton Fry, Sue Kraft Fussell, and Jennifer Loeffelman (née Levering) came together after participating in an event funded by the Association of Fraternal Leadership & Values called Nourish, that created a space for women in the field to have honest dialogue. Following the event, the three put their experiences to paper and wrote the article, "Women Leaning In: Embracing Our Stories and Authentic Selves," that was featured in the Winter 2014 issue of Perspectives. This article influenced me as a then 24-year-old, new professional, trying to navigate my first job. This topic became an important one to many women and myself after reading Sheryl Sandberg's top selling book, "Lean In: Women, Work, and the Will to Lead." The concept of "leaning in" was one that had not occurred to many women or myself before Sandberg took the leap and published her book. This past summer, I was lucky enough to connect with the authors and talk through the impact this article still has today.

While the article was written because of Nourish, a few other pieces also prompted this article's creation. At the time, Jenny was a presenter for a session focused on Lean In: Women, Work, and the Will to Lead at the 2014 AFA Annual Meeting when the concept of women leaning in was starting to resonate with people. This team indicated they wanted to share their stories, examine how we treat each other, reinforce it is okay to be vulnerable when surrounded by support, and discuss how women deserve to be supported within the workplace. At the time, the article represented different stages of where each woman was in their lives. Originally, the authors were nervous to write the article because of the vulnerability it required, but it resulted in great feedback and many readers connected with its message.

I asked the authors how their thinking has changed or evolved in the four years since the article was originally published. Kayte has since left the field to pursue other passions, but she said this article came up when she was considering her departure, and it was still important to her. The lessons of owning one's story and decisions helped her navigate this period when it could have been easy to become caught up in the decision-making process. While Kayte believes her thinking has evolved since the original article, she said we still find ourselves in this same context of the work; just in different seasons of life.

Sue indicated this article has now affected her in other parts of her life, such as with her daughter. As she reflects on how she acts with her high school daughter, Sue feels all the things the original article discussed, but now more so with her daughter. With this current generation, she believes it is hard to watch a group of children desperate for connection, yet not knowing how to do that because they live behind a screen. Sue indicated that while she has gone back to work part time, matters from her parenting life impact her professionally. Even so, she said she continues to maintain control and set firm boundaries.

Jenny indicated that when reflecting on the article, she specifically thinks about work/life balance, and getting away from work in your 30s. Jenny is now married and has a baby girl. She indicated that navigating work/life balance around the time of having a child was an experience a few years ago that she just had to go through and figure out. At the time, she was not able to figure out work/life balance, and she was able to use a support system of women that were brave enough to make decisions that weren't just professional decisions.

The concepts in the original article can continue to be promoted through intentionality and by using resources such as, *Lean In: Women, Work, and the Will to Lead*. This is important work for women to do regardless of their stage in life. This work cannot be accomplished through a "check the box" program. It is important for professional women to intentionally focus on their personal development, and not have it be viewed as weakness. It is very easy to attend to students and their needs, at the expense of one's personal needs. Women in the field need to continue to own their stories, and model the way for young professionals. Comparison through social media and other outlets does not help with this.

The most significant portion of this conversation, or "mini therapy session," is that it is easy for young professionals to feel the most important things are to sign up for every facilitation opportunity, apply to volunteer on multiple boards, or volunteer with their own organizations in an effort to be the best they can, even if it results in putting their own needs aside. Jenny stated it's "really easy for newer and younger professionals to spend professional time on programs on helping students. They then find themselves in their late 20s/early 30s, lost and totally stuck." When

discussing this, Sue stated this is the same story from when she was a new professional.

As women, we want to create high performing teams and high performing cultures, but that does not always help our personal lives. Sue stated, "[It's the] same story 25 years later — this conversation and it's so easy to get sucked in. We all want to be a part of high performing teams, high performing cultures." It is important that we find a way to create our own space and time to figure out who we want to be. It is important to do this on a frequent basis and examine who we surround ourselves with, so we can do this and be our true, authentic selves.

ORIGINAL AUTHOR BIOS



Jennifer Loeffelman

Miami University - Oxford, Ohio

Jennifer Loeffelman holds a Masters Degree in Student Affairs in Higher Education from Ball State University and a Bachelor's Degree in Communications from Loyola Marymount University in Los Angeles. A member of Delta Gamma and originally from California, Jennifer is the Director of the Office of Student Activities and the Cliff Alexander Office of Fraternity and Sorority Life at Miami University in Oxford, Ohio. Prior to working for Miami, Jennifer worked for the University of North Carolina at Chapel Hill and for Delta Gamma Fraternity.



Sue Kraft Fussell

Circle of Sisterhood Foundation

Sue Kraft Fussell is a full-time family wrangler, part-time non-profit staffer and committed volunteer. After 16 years of working in higher education and association management, and many "Can I really do it all?" moments, Sue determined that in order to be her best self, full-time paid work needed to be set aside in order to make space for the more fulfilling work of service – to family and others. Since making that initial break Sue has helped launch the Circle of Sisterhood Foundation as a founding trustee and now manages the Foundation's grants and school build programs. She currently holds a part-time role at the NIC as Assistant to the President & CEO.



Kayte Sexton Fry

Zeta Tau Alpha

Kayte is a proud Arkansas Razorback and attended North Carolina State for her masters degree in higher education administration. After working close to ten years in higher ed—7 on campus, 3 with a national organization—she decided to shift gears to pursue her creative interests and focus on family. Kayte is now a love-at-home mama, food blogger and stylist, and committed volunteer. She serves nationally for Zeta Tau Alpha in both harm reduction and chapter mentorship roles.



THE **IMPACT**

**OF PUBLIC POLICY ISSUES ON
FRATERNITIES/SORORITIES**

ORIGINALLY PUBLISHED IN FALL 2012

Public policy either infects vigor or boredom into one's day but seldom something in between. In the Fall 2012 issue of Perspectives, Dr. Teniell Trolan and Whitney Swesey brought public policy to the forefront of the fraternity and sorority experience in their article "*The Impact of Public Policy Issues on Fraternities/Sororities.*"

The relevance of this article in today's tempestuous climate cannot be underscored. New policies are rolling out of local, state, and federal offices daily with the potential to affect broad populations of college students, including fraternity and sorority members. For these reasons, we reached out to the authors for thoughts on their original article.

Tell me about the reasons this article was originally written.

TT: Whitney and I wrote this when thinking about how changes in state/federal policy were affecting our work with students.

In your opinion, what has changed since the time the article was first published?

TT: A lot has changed. A LOT! With the election of Donald Trump, the entire ballgame has changed. Policies are swinging from one direction under Barack Obama and Arne Duncan/John King, to a completely different direction under Trump and Betsy DeVos. I would also say it is difficult to predict what changes may be coming in terms of federal and state policy, given Trump's erratic approach to governing, and his lack of policy knowledge about education.

Are the same public policy concerns you addressed still relevant now? What new public policy considerations would you add to the list?

TT: I think they are still relevant, but there are several others I would add to the list, including:

- Increased student activism and questions about free speech on campus;
- The Trump/DeVos directive on affirmative action, which rescinded the Obama recommendation to encourage the use of race in diversifying the incoming student body;
- The Trump/DeVos examination of Title IX investigation expectations. We don't know what the changes will be, but we know some are coming;
- The end of DACA and the ability of DACA-mented students to attend/receive aid from colleges and universities;
- The Trump tax cuts and changes to taxes for university endowments;
- Future changes to student loan repayment options, currently proposed or under review, and student loan forgiveness programs. We don't know what the changes will be, but we know some are coming;
- Trump's travel ban and how it will affect international students and study abroad opportunities for students;

There are also some great examples of current policy issues at: <http://www.aascu.org/policy/2018PolicyBrief.pdf> and <https://www.aascu.org/policy/publications/policy-matters/Top10Issues2017.pdf>

Public policy issues directly affect all facets of campus life, from student access and experience, to administrative action on Title IX, affirmative action, and free speech. Fraternity and sorority professionals have a duty to remain abreast of these changes and how they might show up in their day-to-day work. How will staff and volunteers respond to the forthcoming legislation and/or directives on these issues? The best way we can support our students through broad and erratic public policy change can be through our own public policy education.

ORIGINAL AUTHOR BIO



Dr. Teniell Trolan
University at Albany, State University of New York

Teniell Trolan, Ph.D., is Assistant Professor in the Department of Educational Policy and Leadership at the University at Albany, State University of New York. Her research focuses on educational experiences that influence students' college choice decisions and college outcomes, and her recent work has investigated the effect of student-faculty interactions on college outcomes and the influence of students' experiences with diversity on outcomes such as critical thinking and civic engagement.



SPONSORSHIP

WHO IS ADVOCATING ON YOUR BEHALF?

ORIGINALLY PUBLISHED IN WINTER 2013

In 2013, Renee Piquette Dowdy was ready for change. From a career standpoint, she sought opportunities to transition out of her role as an Assistant Director in the Office of Undergraduate Student Housing at the University of Chicago. From a personal and professional development lens, she was reading literature such as Sheryl Sandberg's (2013) *Lean In: Women, Work, and the Will to Lead* and Sylvia Ann Hewlett's (2010) *The Sponsor Effect: Breaking Through the Last Glass Ceiling*. Within her networks, she actively engaged in conversations about interpersonal and professional support, and was developing powerful insights about existing avenues for career advancement. Within all of that, she was zeroing in on the concept of sponsorship and its importance not only for her career, but also for the success of student affairs.

Renee's article, "Sponsorship: Who is Advocating on Your Behalf?" in the Winter 2013 issue of

Perspectives tied these points together. The article mostly focuses on defining the concept of "sponsorship," how it differs from mentorship and coaching, and its importance within the field of fraternity and sorority affairs. It sheds light on a critical component of career advancement, and charges readers to reflect upon how they effectively (or ineffectively) practice sponsorship.

Five years later, when attrition within the fraternity and sorority life profession continues to be a problem, and a call for change and innovation underlines our work, the effective practice of sponsorship is more important than ever. As such, Perspectives reconnected with Renee, who currently works as Assistant Director, Staffing & Training in Housing and Residence Life at Marquette University and is an active volunteer within her own organization, Delta Zeta Sorority, to gain further insight on what sponsorship means in our work today.

In your 2013 article, you emphasize the need for effective sponsorship within fraternity and sorority life. Do you think this topic is still relevant today?

RPD: This topic is absolutely still relevant. Fraternity and sorority life at its best should be about teaching members how to effectively build brotherhood and sisterhood for a long-term experience. Sponsorship speaks to this and is a means for building strong relationships and communities. In order for folks to stay in this work, we have to learn how to effectively practice sponsorship, and not just for the individuals in our circles. We also have to teach our students how to do this so they can retain members, empower their peers to operate in the roles and spaces they are capable of, and help individuals grow through their fraternity or sorority experience.

Something you highlighted was the difference between mentors, coaches, and sponsors. You noted a sponsor is someone who “negotiates on your behalf” and “advocates for your next promotion.” You also said a sponsor might “connect you to senior leaders” and “promote your visibility.” Can you expand on this and how folks can identify the differences and work to establish productive sponsoring relationships?

RPD: Yes — there are certainly differences. One type of sponsoring opportunity we often forget is peer-to-peer sponsorship. We often don’t think about the power we might have — within our own networks — to help elevate our peers. Whether it be mentors, sponsors, coaches, peers, etc., we all need a mix of these relationships to create a meaningful professional experience and to gain the full value this field — built on networks — can offer. As far as how to establish productive sponsorship goes, it’s important to note that if you’re a good sponsor, your own career will likely advance. Just look at the folks I highlighted in the original article and where they are now. These are people that care about practicing effective sponsorship, have done it well, and are individuals that others want to be around based on their high quality of work. Their own careers have advanced as a result, and this speaks to how sponsorship is mutually beneficial.

In the article, you touch on the concept of access. You also allude to social capital and who is “at the table” for important conversations and decisions. With all of this in mind, do you think privilege plays into sponsorship, and if so, how might that negatively impact access to sponsoring relationships?

RPD: Absolutely — when considering sponsorship, it’s important to think about privilege and who we are consciously and unconsciously lifting up. This is why it is important to expand staff knowledge, and not assume everyone is aware of these types of issues and the conscious/unconscious biases they might hold. Folks need to be trained and given the opportunity to reflect upon the ways unconscious biases impact their decision-making, as it could affect whom they advocate for. Sponsorship can become harmful, as we often fall into networks that are comfortable for us. This can result in closing ourselves off to difference to preserve our own comfort. This is when we use sponsorship in a harmful way. There is a fine line between elevating your own clique and overlooking others that could be welcomed in; the only way to break this cycle is by helping folks gain awareness of their biases and then challenging and empowering them to acknowledge them.

Tell me more about that — how do we challenge and empower each other to acknowledge our biases to avoid harmful practice of sponsorship?

RPD: I like to think about the idea of the “fast brain” vs. the “slow brain.” When we use our fast brain, we automatically think about and rely on what we know. When we use our slow brain, we take time to slow down, carefully reflect, and weigh all options. The use of “slow brain” requires us to think about how our past actions inform future actions so we are prepared when sponsorship opportunities arise. When we slow down to consider all options and skills, sponsorship becomes incredibly powerful and results in increased access to opportunities.

Has your thinking on sponsorship evolved over the past five years? If so, how?

RPD: If I could add anything to the original article, I would include thoughts about emotional intelligence and how vital it is for effective sponsorship. It is a critical component for who we choose to sponsor, going back to the idea of the “fast brain” vs. “slow brain.” Privilege is also central here, and I would include more on what we have discussed today related to privilege, access, and unconscious bias if I could rewrite the article.

Thank you for taking the time to chat. Do you have any final thoughts on your original article or how the concept of sponsorship applies to our work today?

RPD: Good sponsorship allows us to enhance as opposed to maintain the status quo, which is why it is so important within the fraternity and sorority experience. Maintaining the status quo holds us, our organizations and our community back. Good sponsorship allows us to enhance the experience by bringing in new voices, taking a critical look at policies and procedures, and eliminating insular thinking to disrupt that status quo. Sponsorship used to protect and not to challenge is when we run into problems — we need to think outside of the box, and not just about who we know. When we don’t practice effective sponsorship, we perpetuate a harmful cycle that negatively impacts the students, organizations, and overall fraternity and sorority experience. I’ll say it again — effective sponsorship is vital to moving the fraternity and sorority experience forward.

As fraternal organizations are increasingly called into question, Renee raises a key point about the capacity effective sponsorship has to disrupt the status quo, and offers fresh insight and practices to ignite change within the industry. Although sponsorship easily lends itself to job promotions, advocating for diverse perspectives, or offering career advice, it is important to remember that small acts matter, and anyone — no matter what stage of career — can be a sponsor. Additional examples of sponsorship include nominating a peer to apply for a position within a

professional organization or inviting someone to present a program, facilitate a workshop, or write for a publication to gain experience and professional exposure (Piquette Dowdy, 2013).

Whether it is through staff hiring or volunteer placement, programs that educate students on leadership and healthy relationship building, peer-to-peer support, or critically examining who the loudest voices are in comparison to those that are often pushed to the margins, a collective responsibility exists to consider and act upon the ways we provide and receive sponsorship. No act is too small, and as the industry grapples over the actions required to affect positive change, we must all strive to learn, reflect upon, and commit to the simple but high-impact practice of effective sponsorship.

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ORIGINAL AUTHOR BIO



Renee Piquette Dowdy
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Renee Piquette Dowdy, MA, APTD, is the Assistant Director of Staffing and Training at Marquette University. Her professional work has focused on developing high-impact training and development experiences for staff on-campus and while facilitating for other organizations including Amazon, AFLV, NASPA, City Year, Delta Zeta, Gamma Phi Beta, Phi Sigma Kappa, the University of Chicago and Bowling Green State University, among others. She is currently back in the classroom pursuing a master’s degree in Human Resources while enjoying her hometown of Milwaukee with her husband, Gavin, and son, Isaac.

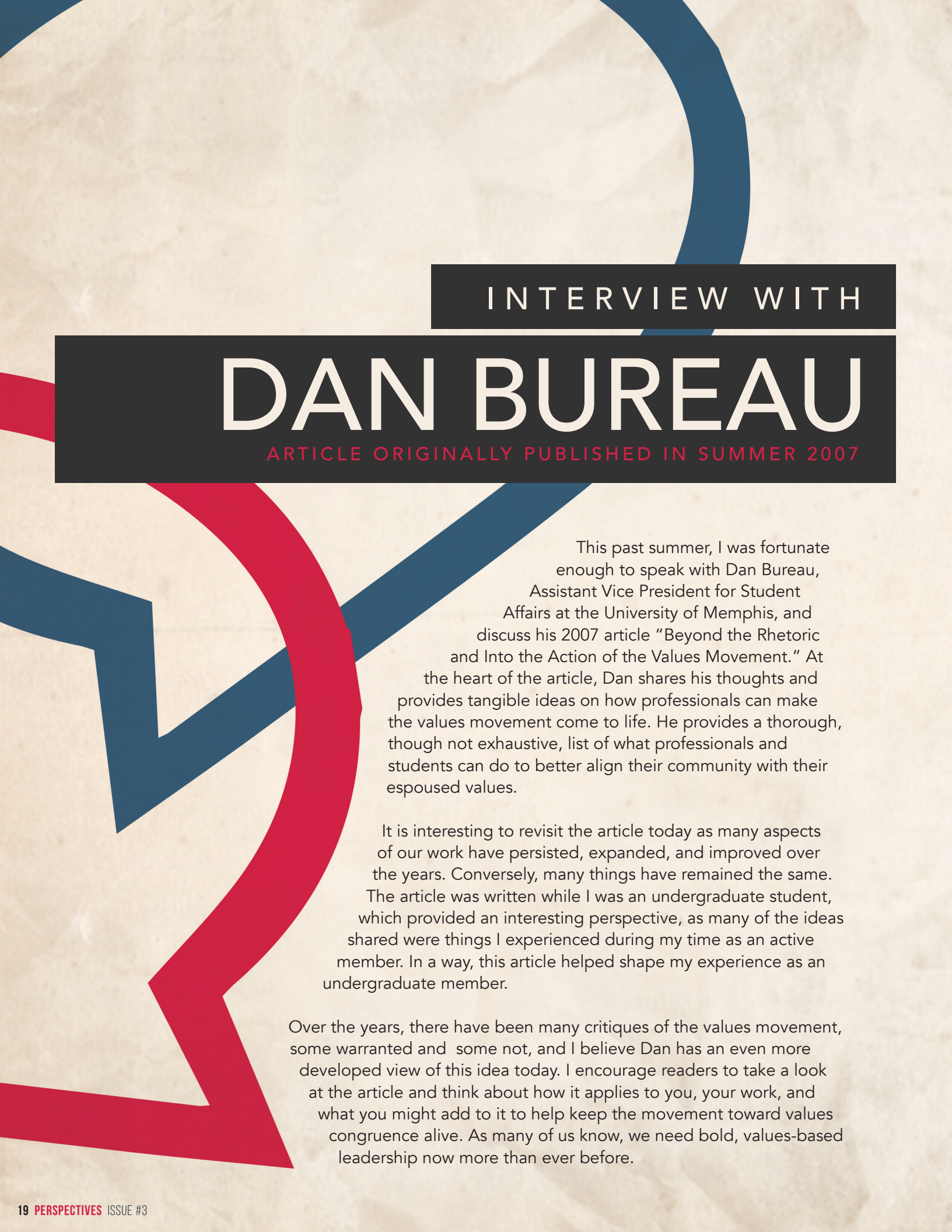
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INTERVIEW WITH

DAN BUREAU

ARTICLE ORIGINALLY PUBLISHED IN SUMMER 2007

This past summer, I was fortunate enough to speak with Dan Bureau, Assistant Vice President for Student Affairs at the University of Memphis, and discuss his 2007 article “Beyond the Rhetoric and Into the Action of the Values Movement.” At the heart of the article, Dan shares his thoughts and provides tangible ideas on how professionals can make the values movement come to life. He provides a thorough, though not exhaustive, list of what professionals and students can do to better align their community with their espoused values.

It is interesting to revisit the article today as many aspects of our work have persisted, expanded, and improved over the years. Conversely, many things have remained the same. The article was written while I was an undergraduate student, which provided an interesting perspective, as many of the ideas shared were things I experienced during my time as an active member. In a way, this article helped shape my experience as an undergraduate member.

Over the years, there have been many critiques of the values movement, some warranted and some not, and I believe Dan has an even more developed view of this idea today. I encourage readers to take a look at the article and think about how it applies to you, your work, and what you might add to it to help keep the movement toward values congruence alive. As many of us know, we need bold, values-based leadership now more than ever before.

Can you share some context around why you wrote the article?

DB: The article was written in direct response to someone asking for tangible examples of values congruence. It was essentially about 20 years of asking why we aren't living our values as fraternities and sororities. How, or what, we can go about as professionals to better align students with their values, and why it is important for us to be working toward that. This was also three years after I served as AFA President, so it was important to share from that perspective.

How was the article received? What do you think the impact of the article was?

DB: Professionals who were asking for the "how" received the article well enough, though there were, and still are, skeptics of the idea of values congruence. Many professionals in our field are not always prepared to have some of the conversations needed to move things forward. We need professionals to be more authentic and vulnerable with students and less preachy. While this skillset is developed over time, this article was meant to provide a practical and easy guide for professionals.

The lasting impact of the article is that it helped the values movement stick, rooted a lot of our work in our values, and created a niche to guide us and create relevancy. This was also the first time anyone really tried to put into writing what the values movement specifically was.

If you were writing the article today, would anything be different?

DB: My perspective has definitely changed over the years, and I may not have even written the article at all. If I were to write it today, it might have more of a contrarian approach, especially with the research that is out today. I would also include more thoughts on assessment and cultural competence.

Are we moving the needle in regard to the values movement?

DB: Yes, though the last few years have made it easy to say we haven't made progress. Too often we try to measure success on a macro level, which can make it seem like we aren't moving forward, but if we focus more on the micro level and think about the individual students and chapters we work with, it is easier to see people feel more strongly connected to their organizations.

In spite of all that can go wrong, there is a lot that can go right. Living our values is, and should be, a virtuous goal, and it is appropriate for our organizations to still focus on values. With that, we also need to use current evidence and research to reframe and rethink our strategies for the future.

ORIGINAL AUTHOR BIO



Dan Bureau

Assistant Vice President for Student Affairs, The University of Memphis

Dan Bureau is the Executive Assistant to the Vice President for Student Affairs. He has worked in higher education for 20 years serving in a number of roles including as a campus based fraternity/sorority life professional and volunteer. He was the 2004 AFA President and currently is the Association's liaison to the Council for the Advancement of Standards in Higher Education (CAS).



COMPUTER MEDIATED COMMUNICATION

A LOOK AT THE LAST 12 YEARS

[ORIGINALLY PUBLISHED IN FALL 2006]

From its inception, technology has changed how society interacts. From walkmans to Macintosh computers to the iPhone X, technology has played a significant role in how we live in today's society. In the work we do as fraternity/sorority professionals, as well as in higher education, we must be willing to adapt to consistent changes of technology that society faces, especially as it relates to helping and connecting with our students.

Jayne O'Donnell, a Healthcare Policy Reporter, stated younger generations are more lonely than older generations (Trinko, 2018). O'Donnell further states "you need to have social interactions to stay healthy." How did social interactions end up being such a dull, sometimes exhausting, thing to do? As we reflect on this question, we need to consider what was done before.

In Fall 2006, Perspectives released an issue on technology and how it affects our profession. Specifically, Emily Perlow wrote an article about the benefits and challenges of computer-mediated communication (CMC) to build community within our fraternities and sororities.

Perspectives connected with Emily to discuss how the 12-year gap has impacted technology today.

HOW DO YOU THINK TODAY'S TECHNOLOGY CHANGED [IN GENERAL] FROM WHEN YOU WROTE THE ARTICLE?

EP: At the time I wrote the article, smartphones were not yet widely available, and we'd not yet been culturally driven to distraction by the speed at which we consume information today. Facebook was the "it" thing, and YouTube had just been founded a year earlier. In the article, I reference students having 350 friends on Facebook, and at that time, that seemed like a lot of connections. Now we're talking about students being connected via social media to 2000 or more people ... [and] conversations have become much more public and much less concerned with the impact of one's statements on others.

IN YOUR OPINION, HOW HAS TODAY'S TECHNOLOGY AFFECTED RELATIONSHIPS BETWEEN INDIVIDUAL CHAPTERS AND THEIR INTER/NATIONAL ORGANIZATION/HEADQUARTERS?

EP: The use of technology has helped make fraternities and sororities more global for members. It's easier to connect with members of other chapters using technology. This is positive in that it broadens the experience of members and their perspective of what it means to be a member of that organization. It poses a challenge in that the content must be changed rapidly to keep individuals engaged — this takes more time and staffing.

HOW DO YOU THINK TODAY'S TECHNOLOGY CHANGED THE WAY FRATERNITIES AND SORORITIES OPERATE?

EP: The opportunity for immediate communication through text messaging supports the rapid spread of information to members, and the chance to have real-time feedback from members, rather than waiting for the weekly meeting, is extremely positive. For unhouse chapters, the use of technology has helped bridge connections and create support infrastructures that often were very difficult in the past. At the same time, it also has created challenges. Leaders talk about how hard it is to keep students present and paying attention at meetings. The use of computer-mediated communication has rewired our brains to want everything in soundbite format, which has reduced attention spans.

ANY OTHER ADVICE OR THOUGHTS?

EP: It's important we continue to stay abreast of the ways our students are communicating with one another. At the same time, there is a deep need for personal connection, especially among Gen Zs, who are incredibly lonely. Fraternities and sororities have an opportunity to fill a much-needed niche for this generation.

Emily's last answer poses the next question — how can we as professionals adapt to the rapid changes of Generation Z? What we know about this new generation is they are more efficient in their work, want instant access to everything including information, and desire the need for more connectedness (Holland, 2018).

With Generation Z wanting information quickly at their fingertips through their cell phone, tablet, or other devices, the ability to connect with other people is missing. "Gen Zers spend almost every waking moment on technology and prefer multitasking across up to five screens" (Hope, 2016, p. 7).

So how can fraternity and sorority professionals work with the changing technology?
Some tips to help engage our students are:

1. Provide an avenue for different learning styles. For example, utilize presentations with group work, as well as individual conversations, keeping information concise when possible.
2. Be creative when teaching policies. Students leaders, especially in fraternity/sorority communities, don't want to be lectured on information or policies. Find creative ways to educate students on policies and procedures focusing on graphics weaved into the content.
3. Critical thinking skills. Gen Z students lack critical thinking skills to evaluate sources, so it's important that we provide frameworks to help them determine if the information is accurate or fake news. For instance, showing students how to vet contracts with third-party vendors can teach them transferable skills in building collaborative partnerships.

With individuals consistently clinging to their smartphones, and other digital devices, we as professionals need to be aware of how we are incorporating these attributes into our everyday practice, ensuring students are "getting out" more, and having intentional connections to the community.

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ORIGINAL AUTHOR BIO



Dr. Emily Perlow
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Dr. Emily Perlow is Assistant Dean of Students at Worcester Polytechnic Institute. She currently volunteers as chair of the Northeast Greek Leadership Association Board of Directors and is Director of Volunteer Development for Alpha Gamma Delta. As a scholar-practitioner, her interests include analyzing systems, processes, and cultures that inhibit student success, enhancing the experiences of marginalized populations in the STEM pipeline, and deviant behavior among college populations.



WITH PERSPECTIVES EDITORS

In September of 1973 Ron Krum, from the University of Minnesota, invited his colleagues in fraternity and sorority advising to subscribe to the Fraternity Advisors Newsletter. "Through the exchange of ideas fostered on the following pages, all Greek Systems should become exposed to new ideas, trends, and programs."

Today it is safe to say that Krum's hope for "a long life for this, the first advisor-oriented publication" has come to fruition. The publication has morphed over the years. It came under the direction of the newly formed Association of Fraternity Advisors in 1977. It took on the name Perspectives in 1991. It has continually evolved in form and function to meet the needs of its readers. However, something that has remained consistent 45 years later is that Perspectives remains an important forum for ideas.

Dozens of talented and committed volunteers have helped to guide the publication throughout its lifespan. Perspectives had the opportunity to sit down with a few of those individuals who have served as Editor. This gave us a chance to reflect on where we have been, and how we have grown throughout the years.

WHAT DO YOU SEE AS THE PURPOSE OF PERSPECTIVES AS A PUBLICATION, AND WHY DO YOU THINK IT PROVIDES VALUE FOR AFA MEMBERS?

KURT FORISKA: The expectations of a sorority and fraternity advisor is pretty lofty — needing to be knowledgeable across the spectrum of student support. Perspectives provides professionals access to research and practice to help them grow to be better counselors, housing officers, wellness coordinators, leadership developers, etc.

WHAT IS SOMETHING YOU ACCOMPLISHED AS EDITOR THAT YOU ARE PROUD OF TODAY?

MIKE HAYES: If I recall correctly, we shifted to the current "magazine" format while I was Editor. I had a personal friend, who at the time worked in Marketing for SPSS but freelanced on the side, help me think through what a new design/format might look like, including the Perspectives header. I remember taking a redline of the initial issue to MGCA for feedback, and it was warmly received!

At that time, there wasn't an Editorial Board, so we solicited folks to write articles, we had a deadline for officer submissions and simply laid it out and had it printed. If I recall correctly, Gayle, in the Central Office at that time, helped us get it out.

ALLISON SWICK-DUTTINE: When I became editor, the editorial board became intentional about ensuring there was a theme throughout each issue of the publication that threaded all of the articles together from different "perspectives." That concept has continued on throughout the ensuing years, and I believe it has improved the publication.

The editorial board also presented a "How to Get Published" session at the Annual Meeting that I still see in the listing of educational sessions today. I am proud that we started a program that appears to be valuable to our members.

HEATHER KIRK: It was important for our editorial board to return the publication to its roots, and its title – Perspectives. This gave it a true lane for the association among Oracle, which is research focused, and Essentials, which is focused on practice.

We focused on adding a mix of long-form pieces and quick-hits as well as varied content from traditional articles to interviews, from point-counterpoints to book reviews. This helped it hit home among the broad readership of the association.

Additionally, we set a goal to draw in new authors and authors outside of the field that could uniquely inform our work.

HOW DO YOU THINK THE PUBLICATION HAS EVOLVED SINCE YOUR TENURE AS EDITOR?

MH: Since we didn't have Oracle at that time, it was really a hybrid publication. Both how-to and a few research articles smattered in. I think now, along with association news, it seems more issues driven and skill and professional development focused. That focus may have been a bit lacking during my time as Editor given the "all things to all members" approach we had to take.

ASD: I love that the stories seem much shorter than they once were. I think the magazine is more palatable to the readership, who often have more things on their reading list than they have time for. I appreciate that I can usually read Perspectives cover to cover in 30 minutes or less.

KF: The publication has become more evidence-based. The magazine has relied on the expertise that comes from seasoned professionals. Now, there is also mention of research and evidenced-based practice, which only adds to the usefulness of the publication.

WHAT DO YOU KNOW NOW THAT YOU WISH YOU HAD KNOWN WHEN YOU WERE EDITOR?

KF: To benchmark. There are some great trade association magazines, like the ACUI Bulletin that have a nice balance of content. The sorority and fraternity profession can sometimes be heavy. Having some pieces that offer levity can offer professionals a nice balance and perspective (see what I did there?!).

WHAT WOULD YOU LIKE TO SEE PERSPECTIVES ACCOMPLISH IN THE FUTURE?

HK: Perspectives' issue themes and articles should be conversation-starters. It's critical for the publication to evolve and integrate a true digital presence, where members can discuss the articles and share their own perspectives. In a field where we often work as a "team of 1" or in a small department on campus, this dialogue could supplement AFA's other year-round educational initiatives. This would also allow for publication of articles outside of the quarterly cadence.

ASD: I have not submitted anything for publication in Perspectives in quite some time so I don't know if this happens now, but I think it would be so helpful for those whose submissions are not accepted to get some constructive feedback about how they could improve their chances of getting published.

Also, I have always had a difficult time understanding what the purpose of having both a quarterly print publication and a monthly electronic publication (Essentials). I struggle to find the time to read both. I would love to see these concepts morphed into one.

WHAT WOULD YOU LIKE TO SEE WRITTEN ABOUT MORE IN THE FUTURE?

MH: I continue to believe that the association needs to continue to hone its role within higher education. Perspectives can serve as a vehicle to do that, specifically with SSAO's and Presidents. We should have material in the publication that can be copied and forwarded to campus leadership that reflects the field's role (and impact) in the academy and how the staff on the ground are framing their work.

ASD: I would love to see issues focused on each of the AFA Core Competencies and include both theoretical and practical advice. I would also appreciate attention given to the process of organizational change management, using prevention theories, and identifying the sacred cows in the field and what might be different if we approached our work differently.

WHAT ADVICE DO YOU HAVE FOR OUR YOUNG WRITERS IN THE ASSOCIATION?

MH: Always think about what you wish you knew, do a deep dive and offer your thoughts/ideas. Chances are that others have the same burning question.

ASD: Be confident. Your ideas and innovations are valuable to the association. Don't think you have to be a seasoned professional or author or a known name in the field in order to be published in Perspectives. This publication is for all members by all members. There is room for you, too.

HK: This is a great avenue to write your first "published" article. The board is great at working with writers to hone in and polish their articles. It's a form of professional development, and I viewed author recruitment and mentorship as a critical part of the editorial board's role.

PAST EDITOR BIOS



Kurt Foriska

The Ohio State University

Kurt Foriska, a member of Delta Tau Delta, is the Chief Development Officer for the Office of Student Life at The Ohio State University.

Previously at Ohio State he was the Sorority & Fraternity Advisor, and Director of Marketing for the Ohio Union and Recreational Sports. Kurt served as the Perspectives Editor Spring 2007 - Winter 2009.



Allison Swick-Duttine

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Allison Swick-Duttine has worked as the Director of Fraternity/Sorority Life at the State University of New York College at Plattsburgh for the past 20 years. She has also served as a National Vice President for Sigma Sigma

Sigma Sorority, the founding President of the HazingPrevention.Org Board of Directors and a board member for the Northeast Greek Leadership Association. Allison served as the Perspectives Editor Spring 2005 - Winter 2007.



Mike Hayes

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Mike Hayes is the Assistant Vice President for Student Life at the University of Chicago. He serves as a senior student affairs leader for the University, and is responsible for implementing the vision and educational objectives

of Campus and Student Life. Oversees and sets the strategic direction for the Center for Leadership and Involvement, the Office of International Affairs, and the Office of Student Centers. He also serves as a critical partner/liaison to the Center for Identity + Inclusion.



Heather Kirk

North American Interfraternity Conference

Heather Kirk is the Chief Marketing Officer for the North American Interfraternity Conference and a member of Zeta Tau Alpha. Heather served as the Perspectives Editor Spring 2013 - Summer 2014.



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